

09/390026

DIALOG INFORMATION SERVICES

PLEASE LOGON:

ENTER PASSWORD:

Welcome to DIALOG

Dialog level 04.12.02D

Last logoff: 03sep04 10:15:18

Logon file405 07sep04 12:00:58

*** ANNOUNCEMENT ***

--Connect Time joins DialUnits as pricing options on Dialog.
See HELP CONNECT for information.

--SourceOne patents are now delivered to your email inbox
as PDF replacing TIFF delivery. See HELP SOURCE1 for more
information.

--Important Notice to Freelance Authors--
See HELP FREELANCE for more information

NEW FILES RELEASED

***F-D-C Gold/Silver Sheet (File 184)

***BIOSIS Toxicology (File 157)

***IPA Toxicology (File 153)

UPDATING RESUMED

RELOADED

***Toxfile (File 156)

REMOVED

>>> Enter BEGIN HOMEBASE for Dialog Announcements <<<
>>> of new databases, price changes, etc. <<<

FTXTCOR is set ON as an alias for 15, 9, 810, 275, 476, 610, 275, 476, 624, 636,
621, 613, 813, 16, 160, 634, 148, 20.

NFTXTCOR is set ON as an alias for 77, 35, 583, 65, 2, 233, 474, 475, 99,
348, 349, 347.

* * * *

SYSTEM:HOME

Cost is in DialUnits

Menu System II: D2 version 1.7.9 term=ASCII

*** DIALOG HOMEBASE(SM) Main Menu ***

Information:

1. Announcements (new files, reloads, etc.)
2. Database, Rates, & Command Descriptions
3. Help in Choosing Databases for Your Topic
4. Customer Services (telephone assistance, training, seminars, etc.)
5. Product Descriptions

Connections:

6. DIALOG(R) Document Delivery

7. Data Star(R)

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/H = Help /L = Logoff /NOMENU = Command Mode

Enter an option number to view information or to connect to an online service. Enter a BEGIN command plus a file number to search a database (e.g., B1 for ERIC).

? dialog

>>Invalid Option Number

*** DIALOG HOMEBASE(SM) Main Menu ***

Information:

1. Announcements (new files, reloads, etc.)
2. Database, Rates, & Command Descriptions
3. Help in Choosing Databases for Your Topic
4. Customer Services (telephone assistance, training, seminars, etc.)
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Connections:

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/H = Help /L = Logoff /NOMENU = Command Mode

Enter an option number to view information or to connect to an online service. Enter a BEGIN command plus a file number to search a database (e.g., B1 for ERIC).

? b 410

07sep04 12:01:01 User242899 Session D350.1
\$0.00 0.198 DialUnits FileHomeBase
\$0.00 Estimated cost FileHomeBase
\$0.00 Estimated cost this search
\$0.00 Estimated total session cost 0.198 DialUnits

File 410:Chronolog(R) 1981-2004/Jul
(c) 2004 The Dialog Corporation

Set Items Description

--- -----

? set hi ;set hi

HILIGHT set on as ''

HILIGHT set on as ''

? b ftxtcor nftxtcor

>>> 77 does not exist

>>>1 of the specified files is not available

07sep04 12:02:59 User242899 Session D350.2
\$0.00 0.097 DialUnits File410
\$0.00 Estimated cost File410
\$0.50 TELNET
\$0.50 Estimated cost this search
\$0.50 Estimated total session cost 0.295 DialUnits

SYSTEM:OS - DIALOG OneSearch

File 15:ABI/Inform(R) 1971-2004/Sep 06
(c) 2004 ProQuest Info&Learning

*File 15: Alert feature enhanced for multiple files, duplicate removal, customized scheduling. See HELP ALERT.

File 9:Business & Industry(R) Jul/1994-2004/Sep 03
(c) 2004 The Gale Group

File 810:Business Wire 1986-1999/Feb 28
(c) 1999 Business Wire

File 275:Gale Group Computer DB(TM) 1983-2004/Sep 06
(c) 2004 The Gale Group

File 476:Financial Times Fulltext 1982-2004/Sep 04
(c) 2004 Financial Times Ltd

File 610:Business Wire 1999-2004/Sep 06
(c) 2004 Business Wire.

*File 610: File 610 now contains data from 3/99 forward.
Archive data (1986-2/99) is available in File 810.

File 624:McGraw-Hill Publications 1985-2004/Sep 06
(c) 2004 McGraw-Hill Co. Inc

*File 624: Homeland Security & Defense and 9 Platt energy journals added
Please see HELP NEWS624 for more

File 636:Gale Group Newsletter DB(TM) 1987-2004/Sep 06
(c) 2004 The Gale Group

File 621:Gale Group New Prod. Annou. (R) 1985-2004/Sep 06
(c) 2004 The Gale Group

File 613:PR Newswire 1999-2004/Sep 07
(c) 2004 PR Newswire Association Inc

*File 613: File 613 now contains data from 5/99 forward.
Archive data (1987-4/99) is available in File 813.

File 813:PR Newswire 1987-1999/Apr 30
(c) 1999 PR Newswire Association Inc

File 16:Gale Group PROMT(R) 1990-2004/Sep 06
(c) 2004 The Gale Group

*File 16: Alert feature enhanced for multiple files, duplicate removal, customized scheduling. See HELP ALERT.

File 160:Gale Group PROMT(R) 1972-1989
(c) 1999 The Gale Group

File 634:San Jose Mercury Jun 1985-2004/Sep 04
(c) 2004 San Jose Mercury News

File 148:Gale Group Trade & Industry DB 1976-2004/Sep 06
(c) 2004 The Gale Group

*File 148: Alert feature enhanced for multiple files, duplicate removal, customized scheduling. See HELP ALERT.

File 20:Dialog Global Reporter 1997-2004/Sep 07
(c) 2004 The Dialog Corp.

File 35:Dissertation Abs Online 1861-2004/Aug
(c) 2004 ProQuest Info&Learning

File 583:Gale Group Globalbase(TM) 1986-2002/Dec 13
(c) 2002 The Gale Group

*File 583: This file is no longer updating as of 12-13-2002.

File 65:Inside Conferences 1993-2004/Sep W1
(c) 2004 BLDSC all rts. reserv.

File 2:INSPEC 1969-2004/Aug W5
(c) 2004 Institution of Electrical Engineers

*File 2: Alert feature enhanced for multiple files, duplicates removal, customized scheduling. See HELP ALERT.

File 233:Internet & Personal Comp. Abs. 1981-2003/Sep

(c) 2003 EBSCO Pub.
 File 474:New York Times Abs 1969-2004/Sep 06
 (c) 2004 The New York Times
 File 475:Wall Street Journal Abs 1973-2004/Sep 03
 (c) 2004 The New York Times
 File 99:Wilson Appl. Sci & Tech Abs 1983-2004/Jul
 (c) 2004 The HW Wilson Co.
 File 348:EUROPEAN PATENTS 1978-2004/Aug W05
 (c) 2004 European Patent Office
 File 349:PCT FULLTEXT 1979-2002/UB=20040902,UT=20040826
 (c) 2004 WIPO/Univentio
 File 347:JAPIO Nov 1976-2004/May(Updated 040903)
 (c) 2004 JPO & JAPIO
 *File 347: JAPIO data problems with year 2000 records are now fixed.
 Alerts have been run. See HELP NEWS 347 for details.

Set	Items	Description
---	-----	-----

?
 PLEASE ENTER A COMMAND OR BE LOGGED OFF IN 5 MINUTES
 ? s (feedback or opinion or experience) (5n) (phone or provider)
 Processing
 Processed 10 of 27 files ...
 Completed processing all files
 918240 FEEDBACK
 2564114 OPINION
 5236643 EXPERIENCE
 2965570 PHONE
 4192108 PROVIDER
 S1 24520 ((FEEDBACK OR OPINION OR EXPERIENCE) (5N) (PHONE OR PROVIDER)) (5n)
 ? s ((feedback or opinion or experience) (5n) (carrier or internet()provider)) (5n)
 (customer or consumer)
 Processing
 Processed 10 of 27 files ...
 Processing
 Processed 20 of 27 files ...
 Completed processing all files
 918240 FEEDBACK
 2564114 OPINION
 5236643 EXPERIENCE
 1864125 CARRIER
 7694067 INTERNET
 4192108 PROVIDER
 33695 INTERNET(W) PROVIDER
 5652926 CUSTOMER
 5015586 CONSUMER
 S2 188 ((FEEDBACK OR OPINION OR EXPERIENCE) (5N) (CARRIER OR INTERNET()PROVIDER)) (5N) (CUSTOMER OR CONSUMER)
 ? s s2 and telecommunication
 188 S2
 1009953 TELECOMMUNICATION
 S3 25 S2 AND TELECOMMUNICATION
 ? t s3 and py<2000
 >>>'AND' not allowed in command
 ? s s3 and py<2000
 Processed 10 of 27 files ...
 Processing

Processing

Processed 20 of 27 files ...

Processing

Completed processing all files

25 S3

63306656 PY<2000

S4 14 S3 AND PY<2000

? t s4/3,k/1

4/3,K/1 (Item 1 from file: 621)

DIALOG(R)File 621:Gale Group New Prod.Annou.(R)

(c) 2004 The Gale Group. All rts. reserv.

02164439 Supplier Number: 55665769 (USE FORMAT 7 FOR FULLTEXT)

DCR Assigns 'BB-' to Williams Communications Group's \$1.3 Billion Note Offering.

PR Newswire, p2294

Sept 7, 1999

Language: English Record Type: Fulltext

Document Type: Newswire; Trade

Word Count: 954

... in the industry. Another positive credit characteristic to this rating is the management team's **experience** in the **carrier** and business **customer** long-distance market stemming from its successful WilTel history. Substantially all of WilTel's fiber...

PRODUCT NAMES: 4810000 (Telecommunication Services ex Broadcast);

4811000 (Telephone Service)

19990907

? t s4/3,k/2

4/3,K/2 (Item 2 from file: 621)

DIALOG(R)File 621:Gale Group New Prod.Annou.(R)

(c) 2004 The Gale Group. All rts. reserv.

01787402 Supplier Number: 53555926 (USE FORMAT 7 FOR FULLTEXT)

VoiceLog(R) Announces 'Quick Freeze(TM)' - The New Third Party Verification Program for Carrier Freezes - To Meet the FCC Anti-Slamming Rules.

PR Newswire, p2781

Jan 12, 1999

Language: English Record Type: Fulltext

Document Type: Newswire; Trade

Word Count: 426

... choose VoiceLog for third party verification than any other company, we wanted a very different **consumer experience** for **carrier** freezes than for long distance changes," said Larry Leikin, Vice President of Sales. "We wanted...

PRODUCT NAMES: 4811500 (Specialized Telecommunication Services)

19990112

? t s4/3,k/3

4/3,K/3 (Item 1 from file: 16)

DIALOG(R)File 16:Gale Group PROMT(R)

(c) 2004 The Gale Group. All rts. reserv.

07374889 Supplier Number: 59667656 (USE FORMAT 7 FOR FULLTEXT)

The magic eye.(managing telecommunications companies)(Industry Trend or

Event)
MARINO, ROBERT J.
Telephony, v234, n24, p32
June 15, 1998
Language: English Record Type: Fulltext
Document Type: Magazine/Journal; Trade
Word Count: 1469

... to call a customer. Perhaps a less expensive or realigned package will help improve the **customer's experience** with the service and the **carrier's** bottom line.

Another useful way to see the hidden picture with data mining is...

PRODUCT NAMES: 4810000 (**Telecommunication** Services ex Broadcast)

19980615

? t s4/3,k/4

4/3,K/4 (Item 2 from file: 16)
DIALOG(R)File 16:Gale Group PROMT(R)
(c) 2004 The Gale Group. All rts. reserv.

06613779 Supplier Number: 55665769 (USE FORMAT 7 FOR FULLTEXT)
DCR Assigns 'BB-' to Williams Communications Group's \$1.3 Billion Note Offering.

PR Newswire, p2294
Sept 7, 1999
Language: English Record Type: Fulltext
Document Type: Newswire; Trade
Word Count: 954

... in the industry. Another positive credit characteristic to this rating is the management team's **experience** in the **carrier** and business **customer** long-distance market stemming from its successful WilTel history. Substantially all of WilTel's fiber...

PRODUCT NAMES: 4810000 (**Telecommunication** Services ex Broadcast);

4811000 (Telephone Service)

19990907

? t s4/3,k/5

4/3,K/5 (Item 3 from file: 16)
DIALOG(R)File 16:Gale Group PROMT(R)
(c) 2004 The Gale Group. All rts. reserv.

06452969 Supplier Number: 55060364 (USE FORMAT 7 FOR FULLTEXT)
INTELLIGENCE&SOFTWARE; Everything's coming Up convergence. (convergent billing) (Industry Trend or Event)

Telephony, pNA
June 28, 1999
Language: English Record Type: Fulltext
Document Type: Magazine/Journal; Trade
Word Count: 2426

... as crucial as service quality and pricing quality. Sophisticated billing systems can help improve the **customer experience** by guiding a **carrier's** service representatives through **customer** calls and alerting them to additional sales opportunities.

"You will see the caliber of customer..."

PRODUCT NAMES: 4800000 (**Telecommunication** Services)

19990628

? t s4/3,k/6

4/3,K/6 (Item 4 from file: 16)
DIALOG(R)File 16:Gale Group PROMT(R)
(c) 2004 The Gale Group. All rts. reserv.

06208486 Supplier Number: 54166307 (USE FORMAT 7 FOR FULLTEXT)
U S WEST SPENDS MORE ON CUSTOMERS.(Company Business and Marketing)(Brief
Article)
Telephony, pNA
March 1, 1999
Language: English Record Type: Fulltext
Article Type: Brief Article
Document Type: Magazine/Journal; Trade
Word Count: 44

(USE FORMAT 7 FOR FULLTEXT)

TEXT:

U S West will accelerate its spending to deliver an enhanced **customer
experience** this year. The **carrier** will spend an additional \$300
million for earlier deployment of network enhancements, a solution to...

PRODUCT NAMES: 4810000 (Telecommunication Services ex Broadcast)

19990301

? s (receiv? or obtain?) (10n) ((feedback or opinion or experience or history) (5n)
(carrier or internet()provider)) (5n) (customer or consumer)

Processing

Processed 10 of 27 files ...

Processing

Processing

Processed 20 of 27 files ...

>>>File 349 processing for RECEIV? stopped at RECEIVINGNEWCONTENT200

Processing

Completed processing all files

12042617 RECEIV?
7114998 OBTAIN?
918240 FEEDBACK
2564114 OPINION
5236643 EXPERIENCE
3510930 HISTORY
1864125 CARRIER
7694067 INTERNET
4192108 PROVIDER
33695 INTERNET(W) PROVIDER
5652926 CUSTOMER
5015586 CONSUMER

S5 4 (RECEIV? OR OBTAIN?) (10N) ((FEEDBACK OR OPINION OR
EXPERIENCE OR HISTORY) (5N) (CARRIER OR
INTERNET() PROVIDER)) (5N) (CUSTOMER OR CONSUMER)

? s s5 and py<2000

Processing

Processed 10 of 27 files ...

Processing

Processed 20 of 27 files ...

Completed processing all files

4 S5
63306656 PY<2000
S6 3 S5 AND PY<2000

? t s6/3,k/1

6/3,K/1 (Item 1 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
(c) 2004 ProQuest Info&Learning. All rts. reserv.

01076802 97-26196
Is this the end for quality?
Bowman, Robert J
Distribution v94n9 PP: 62-68 Aug 1995
ISSN: 0273-6721 JRNL CODE: DWW
WORD COUNT: 1578

...TEXT: is working to drive quality into its global processes. Using a variety of methods for **obtaining customer feedback**, the multimodal **carrier** says it has gone from solving problems on a local basis to fixing them systemwide...
? t s6/3,k/2

6/3,K/2 (Item 1 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
(c)2004 The Gale Group. All rts. reserv.

08121111 SUPPLIER NUMBER: 17378551 (USE FORMAT 7 OR 9 FOR FULL TEXT)
Is this the end for quality?
Bowman, Robert J.
Distribution, v94, n9, p62(5)
August, 1995
ISSN: 1066-8489 LANGUAGE: English RECORD TYPE: Fulltext; Abstract
WORD COUNT: 1657 LINE COUNT: 00137

... is working to drive quality into its global processes. Using a variety of methods for **obtaining customer feedback**, the multimodal **carrier** says it has gone from solving problems on a local basis to fixing them systemwide...

19950800
? t s6/3,k/3

6/3,K/3 (Item 1 from file: 348)
DIALOG(R)File 348:EUROPEAN PATENTS
(c) 2004 European Patent Office. All rts. reserv.

00600036
Intelligent call screening in a virtual communications network
Intelligentes Anrufabfangsystem in einem virtuellen Fernmeldenetz
Systeme intelligent d'interception d'appel dans un reseau de communication virtuelle

PATENT ASSIGNEE:

AT&T Corp., (589370), 32 Avenue of the Americas, New York, NY 10013-2412,
(US), (Proprietor designated states: all)

INVENTOR:

Gupta, Alok K., 22 Manor Drive, Marlboro, New Jersey 07746, (US)
Hossain, Monowar, 44 Bunker Hill Drive, Middletown, New Jersey 07748,
(US)

Sahni, Paramdeep Singh, 12 Manor Drive, Marlboro, New Jersey 07746, (US)

LEGAL REPRESENTATIVE:

Harding, Richard Patrick et al (41295), Marks & Clerk, 4220 Nash Court,
Oxford Business Park South, Oxford OX4 2RU, (GB)

PATENT (CC, No, Kind, Date): EP 583135 A2 940216 (Basic)
EP 583135 A3 950510
EP 583135 B1 021127

APPLICATION (CC, No, Date): EP 93306176 930805;

PRIORITY (CC, No, Date): US 929876 920812

DESIGNATED STATES: DE; ES; FR; GB

INTERNATIONAL PATENT CLASS: H04M-003/38; H04Q-003/00

ABSTRACT WORD COUNT: 267

NOTE:

Figure number on first page: 1

LANGUAGE (Publication,Procedural,Application): English; English; English

FULLTEXT AVAILABILITY:

Available Text	Language	Update	Word Count
CLAIMS A	(English)	EPABF2	1931
CLAIMS B	(English)	200248	1008
CLAIMS B	(German)	200248	1066
CLAIMS B	(French)	200248	1245
SPEC A	(English)	EPABF2	7143
SPEC B	(English)	200248	7365
Total word count - document A			9076
Total word count - document B			10684
Total word count - documents A + B			19760

...SPECIFICATION particular destination is fraudulent. The information represented by the records of FIG. 5 is not **customer** specific, but rather is generalized information **obtained** from the **carrier's experience** with fraudulent calls. For example, it is known that the incidence of fraudulent calling to...

...SPECIFICATION particular destination is fraudulent. The information represented by the records of FIG. 5 is not **customer** specific, but rather is generalized information **obtained** from the **carrier's experience** with fraudulent calls. For example, it is known that the incidence of fraudulent calling to...

? t s6/3,k/4

>>>Item 4 is not within valid item range for file 347

? t s6/9,k/1

6/9,K/1 (Item 1 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

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01076802 97-26196

Is this the end for quality?

Bowman, Robert J

Distribution v94n9 PP: 62-68 Aug 1995 CODEN: DSWWAV ISSN: 0273-6721

JRNL CODE: DWW

DOC TYPE: Journal article LANGUAGE: English LENGTH: 4 Pages

WORD COUNT: 1578

ABSTRACT: In the course of compiling its 1994 Intermodal Index for the Intermodal Association of North America, Mercer Management Consulting uncovered what may become a disturbing trend. After 3 years of increases, the number of shippers with Total Quality Management (TQM) processes dropped from 67% to 59% in 1994. Shippers providing report cards to their carriers remained at 32%. The evidence is anecdotal as well. many shippers are either backing away from formal quality processes or abandoning them

altogether. It is the buzzwords, not the heart of quality, that are going by the boards. Taking the place of quality banners and celebrations are performance standards that are built into contracts with carriers - and backed by heavy financial penalties if the carriers fail to perform. ISO 9000 remains an important indicator of quality among many shippers and carriers.

TEXT: Is logistics Quality--with a capital "Q"--going the way of the hula hoop and the pet rock? The latest Intermodal Index of Mercer Management Consulting seems to suggest just that.

In the course of compiling its 1994 Index for the Intermodal Association of North America, Mercer uncovered what may become a disturbing trend. After three years of increases, the number of shippers with Total Quality Management processes dropped from 67% to 59% in 1994. Shippers providing report cards to their carriers remained at 32%.

The evidence is anecdotal as well. Many shippers are either backing away from formal quality processes or abandoning them altogether. The very word appears to be in danger of joining the scrap heap of buzz phrases that have grabbed the attention of managers over the years. So what's going on?

There's no question that quality has lost favor among those with short attention spans. Says one logistics industry consultant: "I suspect you saw the expansion of the quality movement beyond the people who were really committed to it. The rest have dropped it and are on to the next fad."

For many smaller companies, quality processes got tangled up with a rash of related and trendy initiatives, including benchmarking, teams, worker empowerment and statistical tools. Moreover, the stampede toward layoffs and corporate downsizing led to the jettisoning of numerous quality efforts viewed by executives as "soft" activities that could easily be cut loose. "Maybe they found they tried to do too much," muses Bob Novack, associate professor of business logistics at Pennsylvania State University.

Yet a closer look reveals that true quality isn't dead after all--at least within the companies that pioneered the concept in the United States. Instead, they have retooled their programs to better reflect what the customer actually wants.

"A lot of TQM programs have not done well," admits Tom Mentzer, a professor who holds the Bruce Excellence Chair of Business Policy at the University of Tennessee. Many companies aimed their quality programs at improving internal processes--only to find that their strenuous efforts didn't jibe with customer requirements.

Take United Parcel Service. In its early days, the small-package giant went head-to-head with the U.S. Postal Service by stressing service efficiency. Stories emerged over the years of UPS managers timing drivers with stopwatches, desperate to cram in the maximum number of stops on a run. Recently, that whole focus changed. In talking with its accounts, UPS learned that regular customers wanted to spend more time with the drivers. They wanted information, expertise and, most of all, a friendly face. So the company built in 30 minutes a week for drivers to answer questions about shipping procedures and new services, all the while garnering customer feedback.

The change is expected to consume up to 1.3 million hours of driver time each year, UPS Chairman and Chief Executive Officer Oz Nelson revealed in a

recent speech, but he believes the extra time is worth the price. Companies like UPS no longer compete solely on the basis of brute efficiency; they're required to meet a whole range of expectations that fall under the fuzzy word "service." In the minds of forward-thinking executives, that's another name for quality.

Optimists say the declining popularity of formal quality processes in logistics is actually a sign of their success. No longer is quality a separate effort within the organization, says Novack, "it's a minimum requirement even to compete in the business."

"Quality programs are no longer a part of how we manage," agrees Michael Heilman, director of business analysis and general manager of quality assurance for Airborne Express. "They are how we manage."

Buzzwords Begone

It's the buzzwords, not the heart of quality, that are going by the boards. For transportation providers, everything boils down to "cycle time and communication," says Gordan Wait, global program manager on the Motorola Inc. account of freight forwarder Expeditors International. "How long did it take you to do the job? And how well did you communicate during the process?"

Taking the place of quality banners and celebrations are concrete performance standards that are built into contracts with carriers--and backed by heavy financial penalties if the carrier fails to perform. Phil Coughlin, regional vice president of Expeditors, says quality is gradually being forced down to the "desk level," where logistics becomes a matter of daily practice. "The question is," he says, "what does quality mean to a carton going from a small town in South Dakota to Shannon, Ireland?"

Monsanto Chemical Co., one of the leaders of the original Quality movement, has taken those precepts a step further. Today, the company has motor carrier representatives at its headquarters and many individual plants overseeing nearly every aspect of transportation. It even plays host to an employee of the Grand Trunk Railroad. For Dave Pins, Monsanto's manager of rail transportation, quality has evolved from a collection of slogans to face-to-face relationships with core carriers.

At US West Business Resources, the Englewood, Colorado-based maker of telephone equipment, area manager Don Carrington has seen an abatement of the adversarial relationships that quality efforts may have unintentionally fostered. Companies in the early days, carrying marching orders from quality guru W. Edwards Deming, were likely to impose performance fiats on their carriers. Now, says Carrington, "We've really gone back to something we learned in childhood--the Golden Rule."

Far from signifying touchy-feely relationships, the notion involves the sharing of information previously considered top secret. In the process, the two sides come together on service expectations. Today's focus, says Carrington, is on big-picture concepts such as cycle time and risk avoidance. Those are more important to US West than the trappings of a formal quality process.

US West works closely with CF MotorFreight, the long-haul, less-than-truckload division of the CF Group. Chief Executive Officer Roger Curry says the emphasis is less on classic quality and more on the concept

of re-engineering, whereby a company's entire way of doing business is called into question. Yet he doesn't believe the quality movement has stalled.

"People are measuring us as much as ever," says Curry. "Maybe they just don't talk about it as much."

Nowhere is service quality more important than in the time-critical world of air express. Quite apart from caring less about quality, shippers are making even greater demands for carrier flexibility, claims Heilman. Carriers are being asked to provide a broader range of services, from deferred delivery to total logistics management.

Still, says Heilman, shippers' own quality processes are under the gun to become more efficient and yield greater results. That may be one reason why shippers are turning increasingly to the cost-efficient option of deferred service--a sector that is growing much faster than overnight business.

"The shipper cares only about bottom-line results," declares Jim Krikau, former director of quality with the Grand Trunk Railroad. He says quality remains deeply embedded in the parts delivery systems of Ford Motor Co. and General Motors, among others. As for the threat from corporate downsizing, Krikau says quality is threatened only if it has remained a functional department and hasn't been integrated into every level of a company's business.

The Beginning

The quality effort of American President Companies, Ltd. dates back to 1987. Former Vice President of Quality and Planning John Urban, who recently moved into the Central and South American services, says APC got its start with the usual array of Quality teams and tools. "They were terrific," he says, "but there's a lot of mom and apple pie in that."

Now, APC is working to drive quality into its global processes. Using a variety of methods for **obtaining customer feedback**, the multimodal **carrier** says it has gone from solving problems on a local basis to fixing them systemwide. The result, it hopes, is a company that operates the same way all over the world.

The means by which quality is measured are also changing. That apparent stall in the growth of carrier report cards, as seen in the 1994 Intermodal Index, may signal a permanent shift. Shippers are trusting carriers to do more self-reporting, along with keeping better tabs on vendors through core carrier relationships, says Mercer Management's Dan Smith. Adds Pins: "You don't need report cards as much as carriers responding when things have gotten out of sync."

A Cloudy Picture

ISO 9000 remains an important indicator of quality among many shippers and carriers. Heilman says rigorous ISO standards have surpassed the Malcolm Baldrige award in popularity among companies looking for a badge of quality. Qualifying for the latter "is like winning the football game," he says, while ISO 9000 certification remains an ongoing process. Curry adds that ISO 9000 is a more meaningful measurement for international customers.

Surprisingly, the precise benefits of quality on corporate profitability

remain unclear to most companies. A new book by Penn State's Novack, Michigan State University's Lloyd Rinehart, and C. John Langley Jr. of the University of Tennessee may hold the beginnings of an answer. Titled "Creating Logistics Value," it looks at the impact of ongoing quality programs on 10 major companies, including Proctor & Gamble, L.L. Bean Inc. and Becton Dickinson & Co.

The final verdict must come from within each company devoted to quality--with or without that capital "Q." However shippers and carriers choose to approach the subject, Heilman believes they will move even further away from the snappy sounds bites of classic Quality.

"I'd like it to disappear as a word," he says, "where it just sort of becomes the way people do business."

THIS IS THE FULL-TEXT. Copyright Chilton Co Inc 1995
GEOGRAPHIC NAMES: US

DESCRIPTORS: Motor carriers; Logistics; Quality of service; Total quality; Trends; Shipping

CLASSIFICATION CODES: 8350 (CN=Transportation industry); 5160 (CN=Transportation); 5320 (CN=Quality control); 9190 (CN=United States)

...TEXT: is working to drive quality into its global processes. Using a variety of methods for **obtaining customer feedback**, the multimodal **carrier** says it has gone from solving problems on a local basis to fixing them systemwide...
?

-	76	((user near2 feedback) and 705/26.ccls.) and services	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:17
-	11	(((user near2 feedback) and 705/26.ccls.) and services) and telecommunication	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:20
-	65	(((user near2 feedback) and 705/26.ccls.) and services) not (((user near2 feedback) and 705/26.ccls.) and services) and telecommunication)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:20
-	41	(user near2 feedback) and 705/27.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:31
-	33	((user near2 feedback) and 705/27.ccls.) not (((user near2 feedback) and 705/26.ccls.) and services) not (((user near2 feedback) and 705/26.ccls.) and services) and telecommunication))	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:31
-	40	((user near2 feedback) and 705/27.ccls.) not (((user near2 feedback) and 705/26.ccls.) and services) and telecommunication)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:31
-	32	(((user near2 feedback) and 705/27.ccls.) not (((user near2 feedback) and 705/26.ccls.) and services) not (((user near2 feedback) and 705/26.ccls.) and services) and telecommunication))) not (((user near2 feedback) and 705/26.ccls.) and services) and telecommunication)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:32
-	1	(((user near2 feedback) and 705/27.ccls.) not (((user near2 feedback) and 705/26.ccls.) and services) not (((user near2 feedback) and 705/26.ccls.) and services) and telecommunication))) not (((user near2 feedback) and 705/26.ccls.) and services) and telecommunication)) and tele	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:32
-	30	(((user near2 feedback) and 705/27.ccls.) not (((user near2 feedback) and 705/26.ccls.) and services) not (((user near2 feedback) and 705/26.ccls.) and services) and telecommunication))) not (((user near2 feedback) and 705/26.ccls.) and services) and telecommunication)) and (telephone or telecommunication or paging or Internet or distance or caller)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:34

-	21	demographics same (business or user or customer or buyer) same ((sell or buy) near (goods or services))	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/23 16:21
-	1272	705/37.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/23 16:22
-	0	379/201.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/23 16:22
-	239	379/265.01.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/23 16:23
-	2465	705/26.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/23 16:23
-	1	705/26.ccls. and 379/265.01.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/23 16:23
-	21466	705/\$.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/23 16:23
-	5	705/\$.ccls. and 379/265.01.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/23 16:23
-	2	5758328.pn.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/23 17:22
-	2	6167383.pn.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/02/13 15:24
-	0	(prior or earlier or past) near use same ((telecommunication or paging or pager or telephone or phone or cellular) near (services or products))	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 11:28
-	310	(prior or earlier or past) same (use or experience) same (telecommunication or paging or pager or Internet telephone or phone or cellular) same (services or products)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 11:30
-	222	(prior or earlier or past) same (use or experience) same (telecommunication or paging or pager or Internet telephone or phone or cellular) same (services or products) same (information or data or profile)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:01
-	90	(order near1 history) and 705/26.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:17
-	3	((order near1 history) and 705/26.ccls.) and (telecommunication near services)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:02
-	70	((order near1 history) and 705/26.ccls.) and services	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:17
-	94	(user near2 feedback) and 705/26.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 12:31

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-	2	Peyser and Beyer	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/21 10:47
-	2	6260024.pn.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/21 14:26
-	69286	Mori.IN.	EPO; JPO; DERWENT	2003/07/21 14:27
-	0	Mori.IN. and telecommuncation	EPO; JPO; DERWENT	2003/07/21 14:27
-	576	Mori.IN. and telephone	EPO; JPO; DERWENT	2003/07/21 14:27
-	47	(Mori.IN. and telephone) and service\$	EPO; JPO; DERWENT	2003/07/21 14:28
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-	0	((long near distance) near service) and @pd<19990601) and (buy\$ or sell\$)	EPO; JPO; DERWENT	2003/07/21 14:33
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		"5802320"	"5805803"	"5812533"	"5812654"	"5812750"		
		"5815080"	"5815665"	"5819225"	"5819271"	"5825769"		
		"5825890"	"5826029"	"5826269"	"5832519"	"5835084"		
		"5844896"	"5845067"	"5845267"	"5848233"	"5848396"		
		"5848399"	"5850517"	"5852810"	"5852812"	"5862325"		
		"5867495"	"5870558"	"5875236"	"5877759"	"5881237"		
		"5883948"	"5884032"	"5884312"	"5892900"	"5907681"		
		"5909679"	"5909682"	"5915001"	"5920542"	"5923016"		
		"5930764"	"5930804"	"5933142"	"5937165"	"5938729"		
		"5949976"	"5953389"	"5956714"	"5958016"	"5960411"		
		"5961602"	"5963925"	"5966695"	"5970467"	"5974396"		
		"5974441"	"5982864"	"5982891"	"5983350"	"5991733"		
		"5991746"	"5991806"	"5999525"	"5999965"	"5999972"		
		"5999973"	"6003079"	"6006265"	"6011844"	"6012090"		
		"6014647"	"6014702"	"6018768"	"6021409"	"6023762"		
		"6029182"	"6031904"	"6032132"	"6032184"	"6041325"		
		"6041357"	"6044144"	"6044362"	"6049602"	"6049789"		
		"6052450"	"6058170"	"6058381"	"6064667"	"6065002"		
		"6065059"	"6072493"	"6073105"	"6073122"	"6073241"		
		"6078891"	"6078924"	"6084953"	"6085171"	"6085190"		
		"6088451"	"6088796"	"6091808"	"6094655"	"6104704"		
		"6105131"	"6108700"	"6108782"	"6112238"	"6112242"		
		"6115040"	"6115458"	"6115693"	"6115737"	"6119109"		
		"6122258"	"6130933"	"6131095"	"6131116"	"6134584"		
		"6137869"	"6145001"	"6154744"	"6161102"	"6161126"		
		"6161128"	"6173311"	"6205456"	"6212506"	"6212558"		
		"6240450"	"6253239"	"6275490"	"6286050"	"6292481"		
		"6295551"	"6337858"	"6377993"	"2001/0001014".PN.			

-	2770	((provid\$ same (telephone near service))) and providers	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/18 16:42
-	286	((((provid\$ same (telephone near service))) and providers) and (telephone near providers))	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/18 16:43
-	8	(((((provid\$ same (telephone near service))) and providers) and (telephone near providers)) and 705/26.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/18 16:57
-	19	Khello and telephone	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/18 16:55
-	46	((provid\$ same (telephone near service))) and 705/26.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/18 16:57
-	9	6085171.URPN.	USPAT	2003/07/18 17:05
-	228	("4160129" "4345315" "4817050" "4823373" "4893248" "4972504" "5041972" "5075771" "5131020" "5136707" "5223699" "5228076" "5245533" "5262760" "5285494" "5287270" "5313598" "5315093" "5325290" "5327486" "5361259" "5369571" "5452446" "5475836" "5481542" "5483596" "5490060" "5491779" "5506893" "5526257" "5530744" "5533108" "5537611" "5539734" "5548726" "5551025" "5555290" "5563805" "5566351" "5586260" "5602918" "5610915" "5621727" "5623601" "5630066" "5649182" "5650994" "5659601" "5666481" "5671354" "5689645" "5692030" "5692181" "5694546" "5696906" "5699403" "5699528" "5706502" "5708780" "5710882" "5721908" "5721913" "5727129" "5734709" "5734831" "5742762" "5742763" "5742768" "5742905" "5745754" "5754830" "5757900" "5764756" "5768501" "5774660" "5778178" "5778377" "5781550" "5781632" "5787160" "5787412" "5790780" "5790789" "5790797" "5790809" "5793694" "5793762" "5793964" "5796393" "5799154" "5802320" "5805803" "5812533" "5812654" "5812750" "5815080" "5815665" "5819225" "5819271" "5825769" "5825890" "5826029" "5826269" "5832519" "5835084" "5844896" "5845067" "5845267" "5848233" "5848396" "5848399" "5850517" "5852810" "5852812" "5862325" "5867495" "5870558" "5875236" "5877759" "5881237" "5883948" "5884032" "5884312" "5892900" "5907681" "5909679" "5909682" "5915001" "5920542" "5923016" "5930764" "5930804" "5933142" "5937165" "5938729" "5949976" "5953389" "5956714" "5958016" "5960411" "5961602" "5963925" "5966695" "5970467" "5974396" "5974441" "5982864" "5982891" "5983350" "5991733" "5991746" "5991806" "5999525" "5999965" "5999972" "5999973" "6003079" "6006265" "6011844" "6012090" "6014647" "6014702" "6018768" "6021409" "6023762" "6029182" "6031904" "6032132" "6032184" "6041325" "6041357" "6044144" "6044362" "6049602" "6049789" "6052450" "6058170" "6058381" "6064667" "6065002" "6065059" "6072493" "6073105" "6073122" "6073241" "6078891" "6078924" "6084953" "6085171" "6085190" "6088451" "6088796" "6091808" "6094655" "6104704" "6105131" "6108700" "6108782" "6112238" "6112242" "6115040" "6115458" "6115693" "6115737" "6119109" "6122258" "6130933" "6131095" "6131116" "6134584" "6137869" "6145001" "6154744" "6161102" "6161126" "6161128" "6173311" "6205456" "6212506" "6212558" "6240450" "6253239" "6275490" "6286050" "6292481" "6295551" "6337858" "6377993" "2001/0001014").PN.	2003/07/18 17:09	

-	776	((order\$ near5 services) same (network) and (information near2 (service or business or work))) and (telecommunication or telephone or pager)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 13:16
-	510	((order\$ near5 services) same (network) and (information near2 (service or business or work))) and (telecommunication or telephone or pager)) and Internet	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 13:16
-	270	((order\$ near5 services) same (network) and (information near2 (service or business or work))) and (telecommunication or telephone or pager)) and Internet) and install\$	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 13:20
-	261	((order\$ near5 services) same (network) and (information near2 (service or business or work))) and (telecommunication or telephone or pager)) and Internet) and install\$) and (locations or destinations or sites)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 13:21
-	2	5815665.pn.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 14:10
-	2	6122258.pn.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 14:11
-	2	5694546.pn.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 14:12
-	2	5313598.pn.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 14:12
-	2	5999525.pn.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 14:13
-	2	5960411.pn.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 14:13
-	0	((receive or send) near2 (informatio or data)) same ((prior or past) adj use)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 17:08
-	1	((receive or send) near2 (information or data)) same ((prior or past) adj use)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 17:09
-	396	((sell\$ or buy\$ or purchas\$ or request\$) near (telecommunication or telephone or pager or (e near1 mail))) same Internet	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/18 16:33
-	35	((sell\$ or buy\$ or purchas\$ or request\$) near (telecommunication or telephone or pager or (e near1 mail))) same Internet) and (telecommunication near service)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/18 16:39
-	1	((sell\$ or buy\$ or purchas\$ or request\$) near (telecommunication or telephone or pager or (e near1 mail))) same Internet) and (pager near service)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/18 16:40
-	92	((sell\$ or buy\$ or purchas\$ or request\$) near (telecommunication or telephone or pager or (e near1 mail))) same Internet) and (telephone near service)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/18 16:41
-	2771	(provid\$ same (telephone near service))	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/07/18 16:42

L Number	Hits	Search Text	DB	Time stamp
-	6	((sell\$ or buy\$) near10 ((telecommunication or telephone) near1 service?)) same Internet	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/09/07 11:25
-	41	((sell\$ or buy\$) same ((telecommunication or telephone or pager or long adj distance) near1 service?)) same network	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 10:59
-	5	giovannoli.in.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 12:52
-	0	telecommunciation adj vendors	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 12:52
-	0	telecommunciation near5 vendors	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 12:52
-	0	(telecommunciation near1 services) near5 vendors	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 12:53
-	0	(communciation near1 services) near5 vendors	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 12:53
-	10	(telephone near1 services) near5 vendors	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 13:05
-	30	(telephone near1 services) near10 (vendors or sellers or suppliers)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 12:58
-	20	((telephone near1 services) near10 (vendors or sellers or suppliers)) not ((telephone near1 services) near5 vendors)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 12:58
-	0	20020001372.URPN.	USPAT	2003/02/04 13:03
-	0	20020001372.URPN.	USPAT	2003/02/04 13:03
-	0	20020001372.URPN.	USPAT	2003/02/04 13:03
-	0	20020001372.URPN.	USPAT	2003/02/04 13:03
-	0	20020001372.URPN.	USPAT	2003/02/04 13:03
-	0	20020001372.URPN.	USPAT	2003/02/04 13:03
-	0	20020001372.URPN.	USPAT	2003/02/04 13:03
-	0	(order same installing near1 services) same (different near10 destinations)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 13:06
-	3557	(order\$ same services) same (network) and (information near5 (service or business or work))	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 13:10
-	1184	(order\$ near5 services) same (network) and (information near5 (service or business or work))	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 13:13
-	991	((order\$ near5 services) same (network) and (information near5 (service or business or work))) and (telecommunication or telephone or pager)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 13:15
-	910	(order\$ near5 services) same (network) and (information near2 (service or business or work))	USPAT; US-PGPUB; EPO; JPO; DERWENT	2003/02/04 13:15